

Dream Team Building



Developing Program Managers

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Presentation Objective

- Share the approach and results to date for our continuing efforts to groom and grow project/program managers
- Highlight lessons learned during those efforts - - - particularly, those that helped (keys to success)



- **Strong program management a feature within SAIC**
 - **Corporate guidance and support**
 - Internal website dedicated to "Excellence in Program Management," by providing information that will help PMs improve the technical, schedule, cost, contractual, and customer satisfaction performance on SAIC programs and projects
 - **Line organizations individually had best practices and initiatives focused on training and development**
 - **Growth in PMI PMP® certifications (over 500 at end of 2005)**
 - **Our Customers expect well-planned projects that satisfy contract requirements and meet schedule and cost estimates - - - flawless execution emphasized**
- **New CEO stressed critical importance of program management and program managers within company**
 - **Common need and focus across company demand broader set of common initiatives**
 - Training, career paths, ...

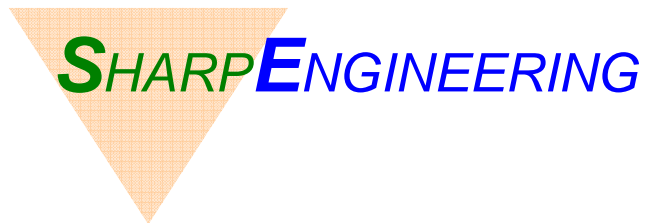
Building a Strong Project Team



Collaborative effort across company to advance skills, qualifications, career opportunities, and development of project/program managers

✓ **Nearing completion to start use**

***Focus
of
briefing***





Collaborative effort across company to advance skills, qualifications, career opportunities, and development of systems engineers

✓ **Early phases**

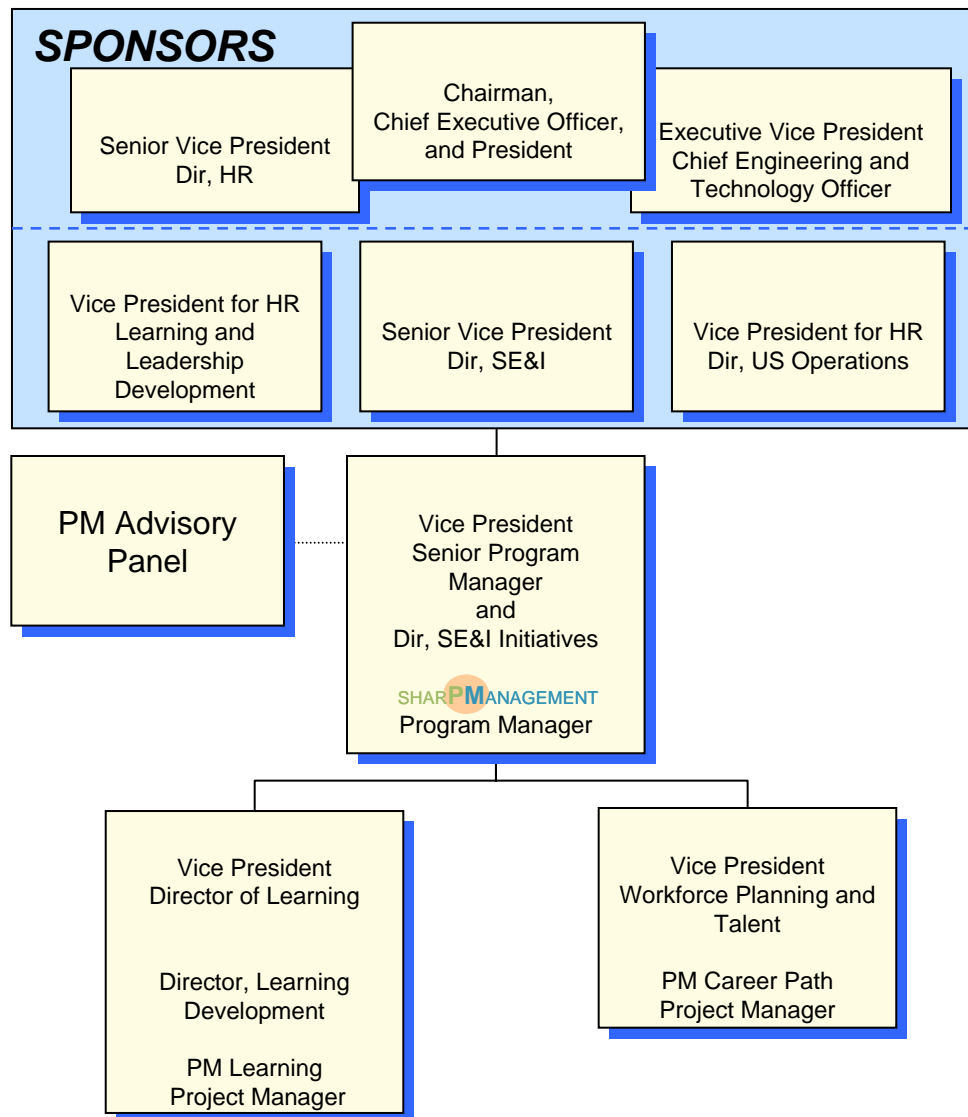
- Competence in program management is developed through education, training, and experience...with mentoring and coaching
 - *You need all three*
- Program manager professionals can be developed and advance along a flexibly defined career path
 - *There is more than one way to gain the education, training, and experiences needed to be a successful program manager*
- Education, training, and experience requirements are inputs to program manager job analysis, position descriptions, job titles, and compensation structure
 - *The program manager job is vitally important to SAIC's success and our customers' success and should be clearly defined*
- Program managers need to develop broader expertise through technical, functional, line and other roles
 - *PMs need both breadth and depth*
- Program management skills are needed in many positions in order to build PM capability across the organization
 - *Program management skills are needed in positions other than the program manager*

SHARPMANAGEMENT Guiding Principles

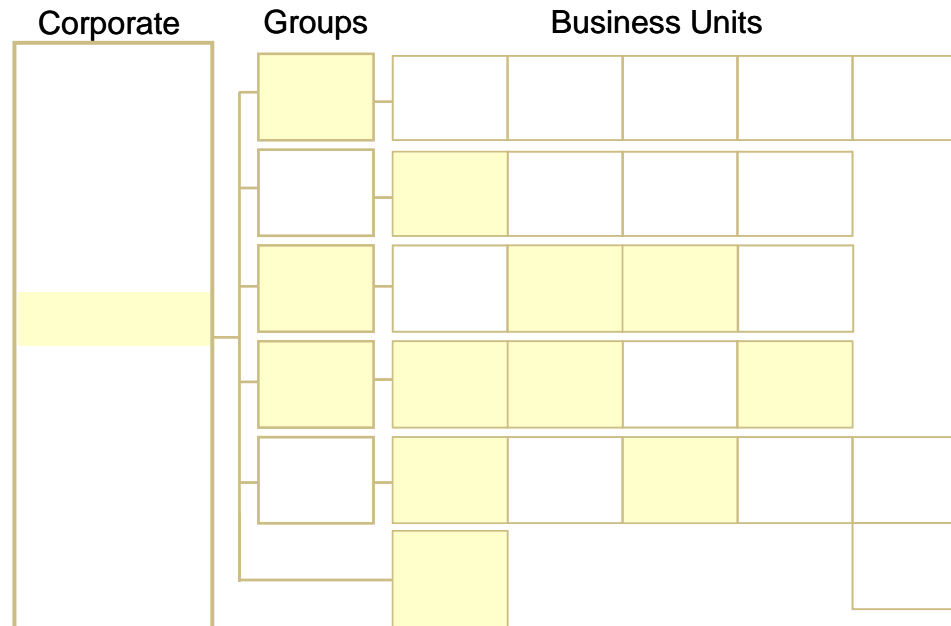
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| | |
|--|--|
|  <p>KEYS TO SUCCESS</p> |  Agreement on principles across key stakeholders (project/program managers, line management, functional organizations (e.g., Human Resources), and executive leadership moved every part of effort along. |
|--|--|

Project Organization

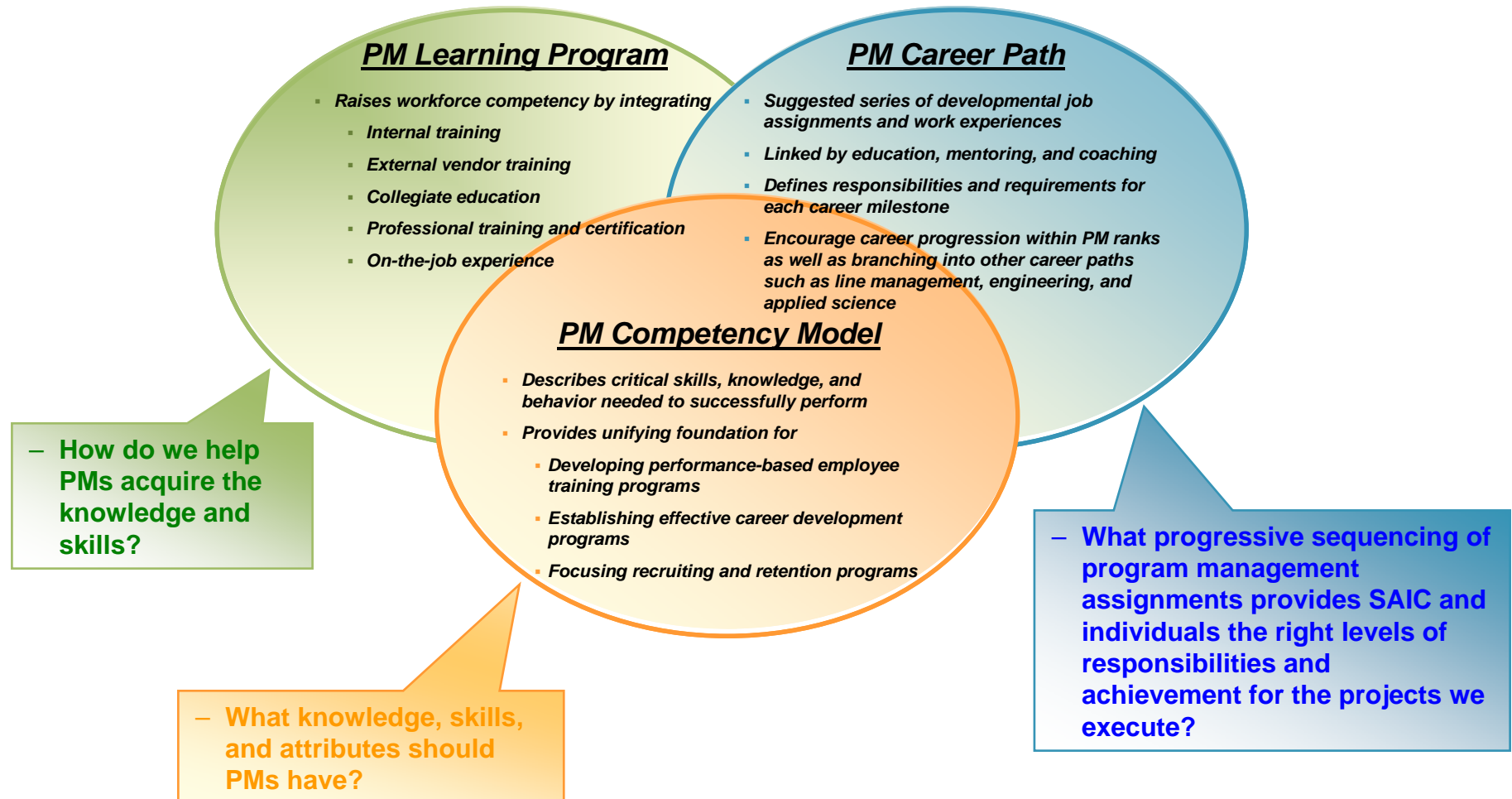


PM Advisory Panel

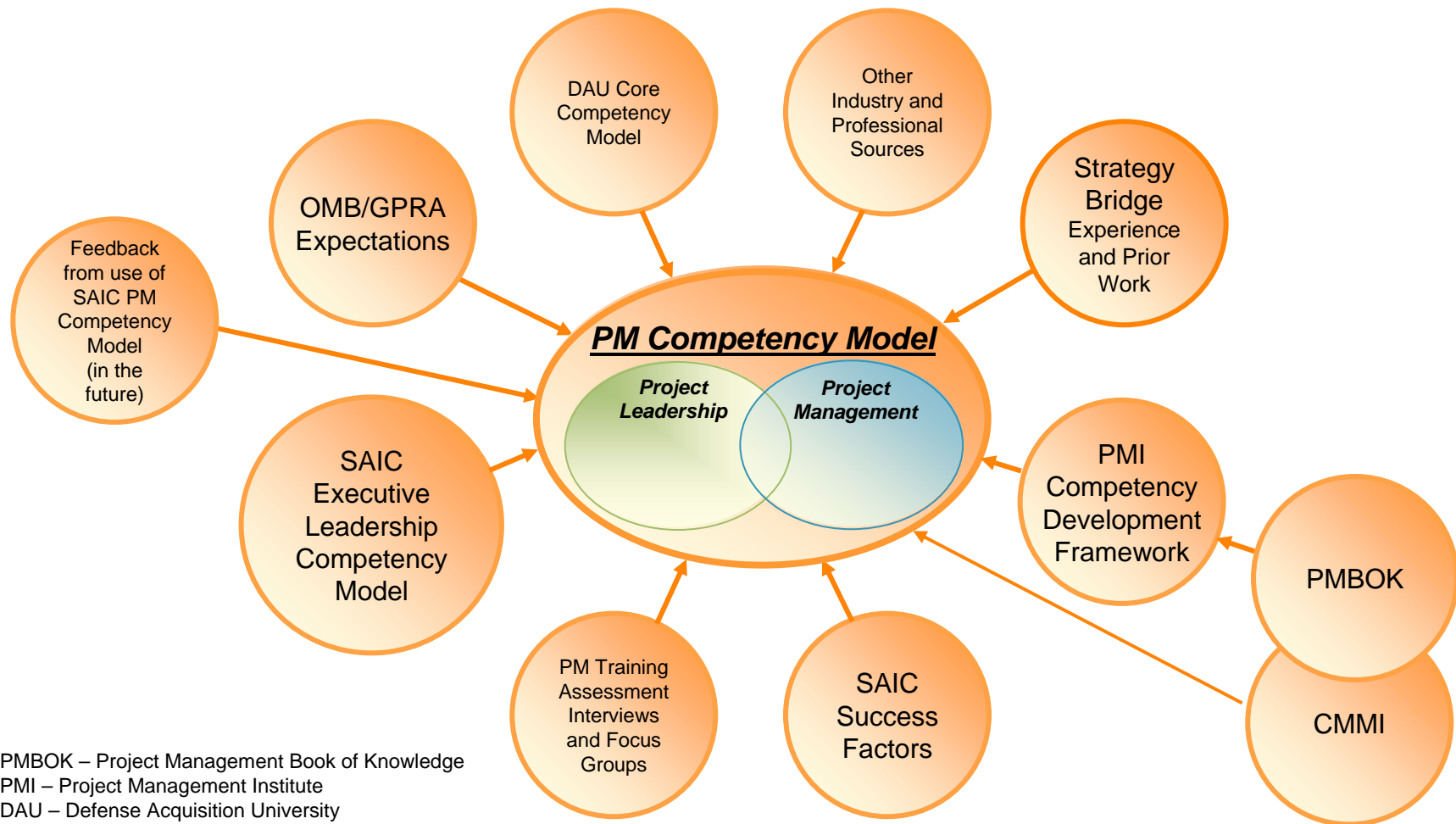


Representation by senior-level (and seasoned) program managers from across the company put the realism (and needs) of the “doers” into the efforts throughout the project.

3 Primary Deliverables

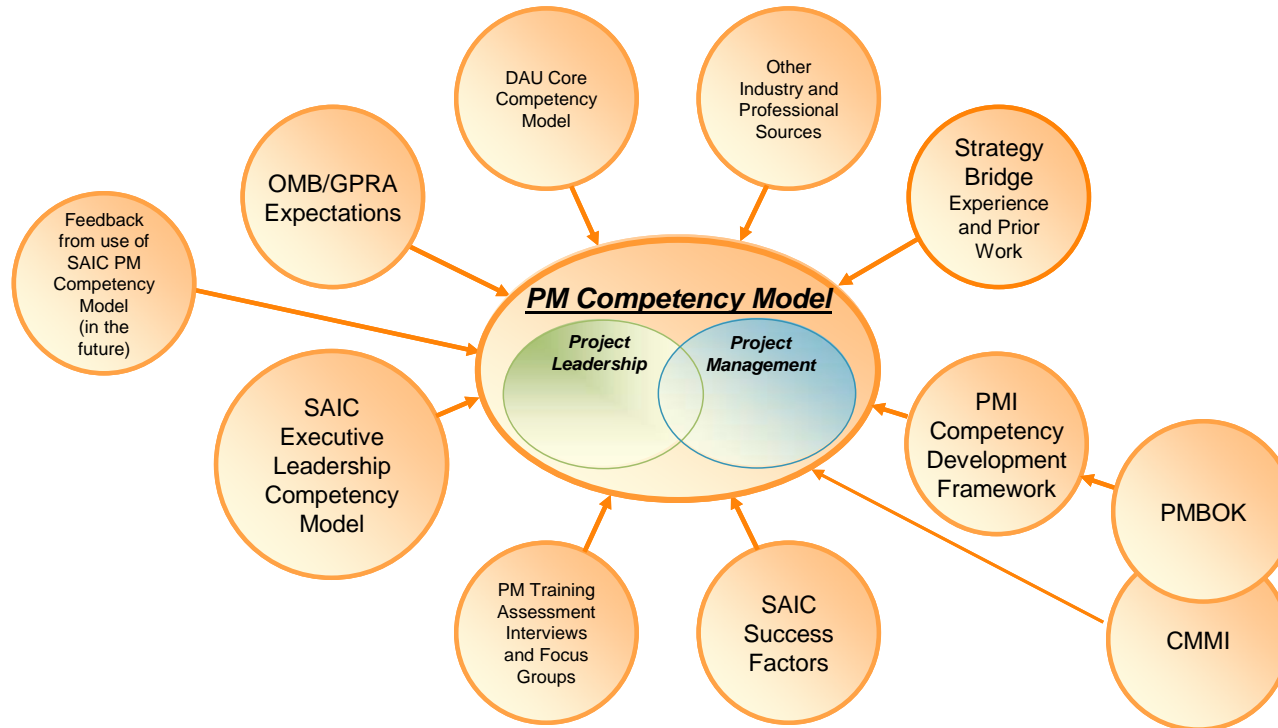



SAIC Program Management (PM) Competency Model Sources



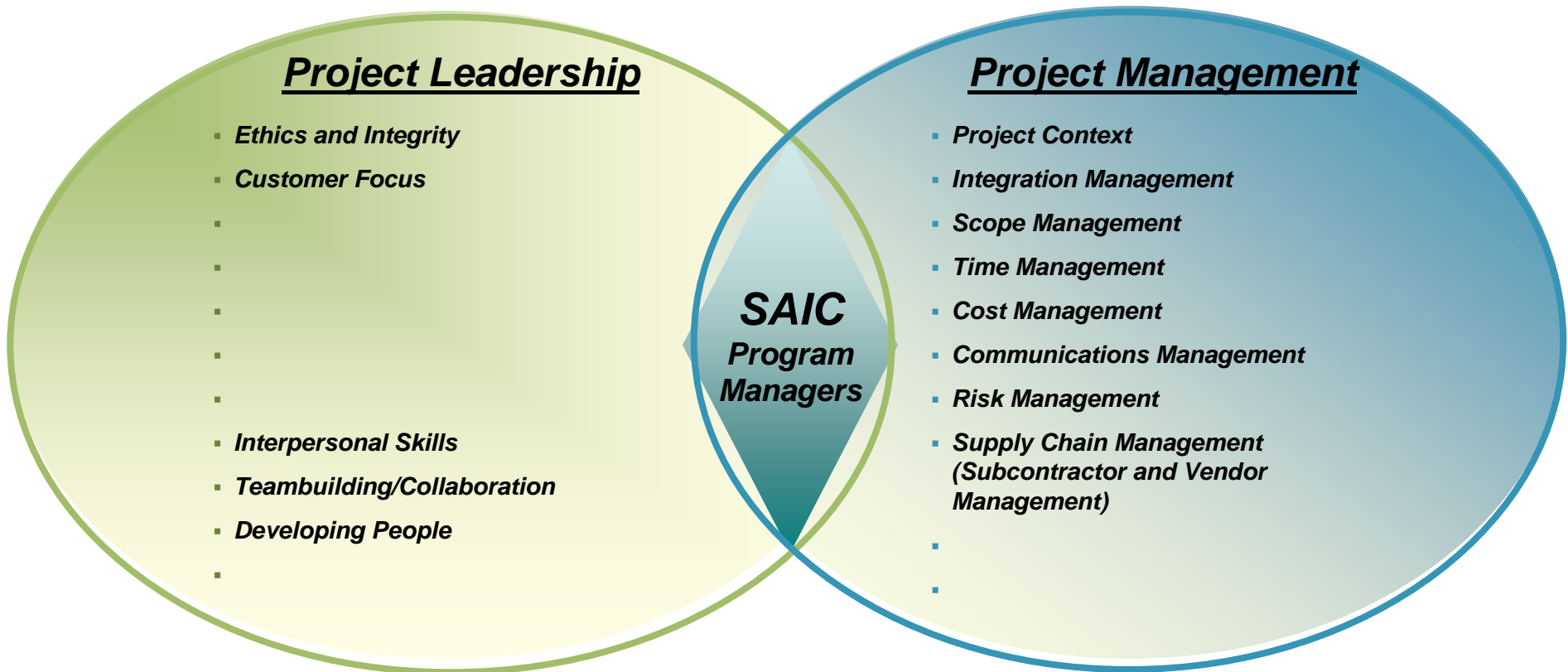
PMBOK – Project Management Book of Knowledge
 PMI – Project Management Institute
 DAU – Defense Acquisition University
 OMB – Office of Management and Budget
 GPRA – Government Performance and Results Act

PM Competency Model Development



| | |
|---|--|
|  <p>KEYS TO SUCCESS</p> | <p>Recognition that PMs need to have both leadership and management skills resonated across the company.</p> <p>Consideration of company values and needs established a model consistent with the company's "culture".</p> <p>(Appropriate) External sources added credibility to the final results.</p> |
|---|--|

Competency Areas

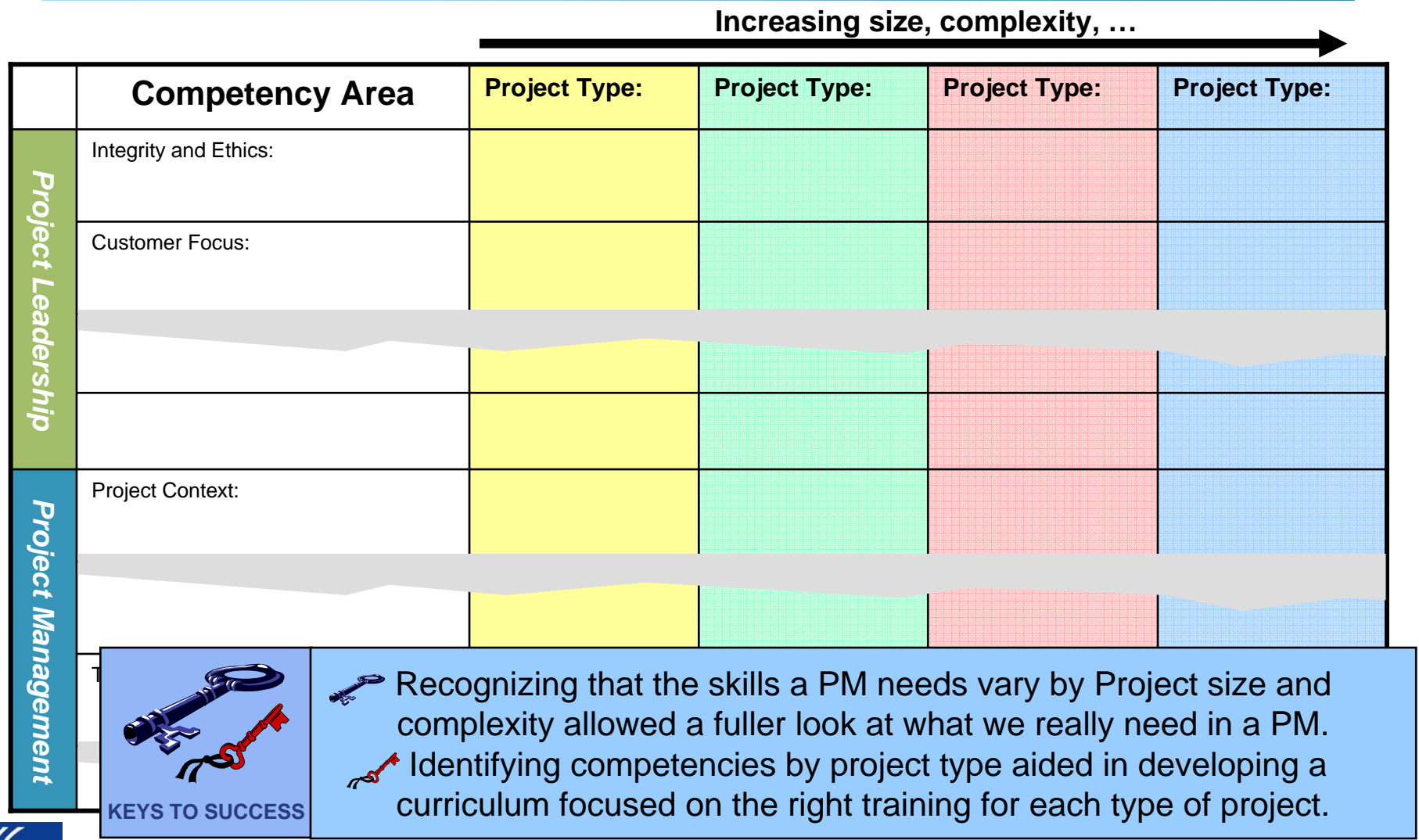


Program Management Competency Model

Increasing size, complexity, ... 

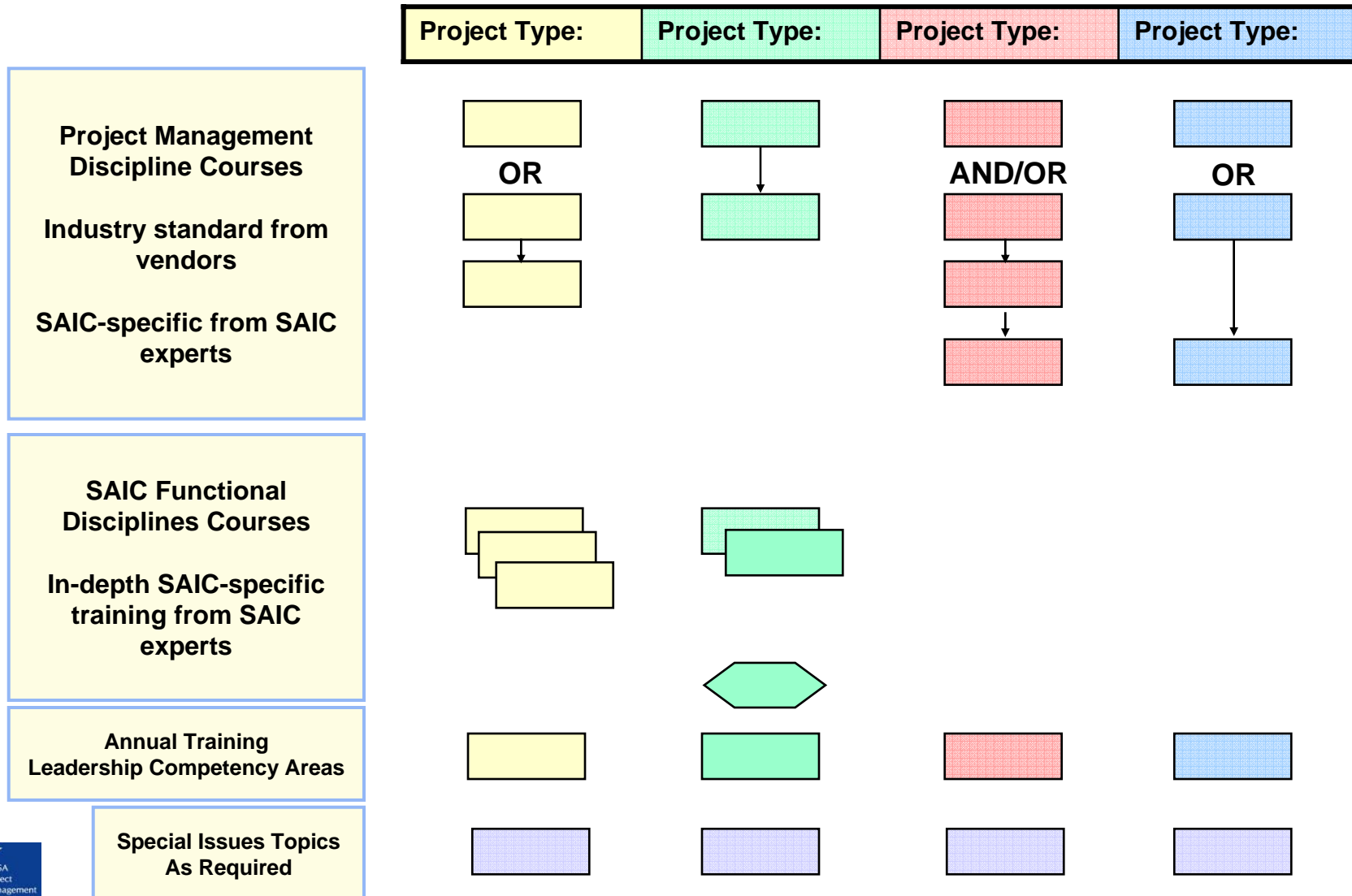
| | Competency Area | Project Type: | Project Type: | Project Type: | Project Type: |
|---------------------------|-----------------------|---------------|---------------|---------------|---------------|
| Project Leadership | Integrity and Ethics: | | | | |
| | Customer Focus: | | | | |
| | | | | | |
| | | | | | |
| Project Management | Project Context: | | | | |
| | | | | | |
| | Time Management: | | | | |
| | | | | | |

Program Management Competency Model



- Training tailored to project type
 - Includes a mix of:
 - **Professional/industry/government-standard program management training** focused on project management skills
 - **SAIC-specific training** focused on applying program management skills within SAIC environment
 - **Leadership training** consistent w/ evolving SAIC leadership training
 - Includes **core** (required) and **recommended** courses
 - “Credit” / “equivalency” given for experience or previous training
- Project managers take training specific to project type, individual needs, business needs, and individual development planning
 - Assessment tool assists in determining training needs
- Group/Line management are expected to supplement program management curriculum with additional required courses based on customer/project/business requirements
- PM Curriculum developed with program manager and line management review comments
 - **ALL** core courses provide for PDU credits towards PMI continuing education requirements

PM Curriculum




PM Career Development Philosophy

- Develop program managers using education, training, and experience through a plan based on both the individual and business needs
 - *Develop PMs considering what they want and what the company needs*
- Use annual performance reviews process to aid in career development planning
 - *Integrate development planning into what we already have*
- Incorporate benchmarking research (shows government and industry are using developmental experiences as tools for PM growth (e.g., NASA/JPL, Booz-Allen, CSC, GE, IBM, Lockheed Martin, Motorola, Northrop Grumman))
 - *Search for and use the best practices and lessons learned of others*

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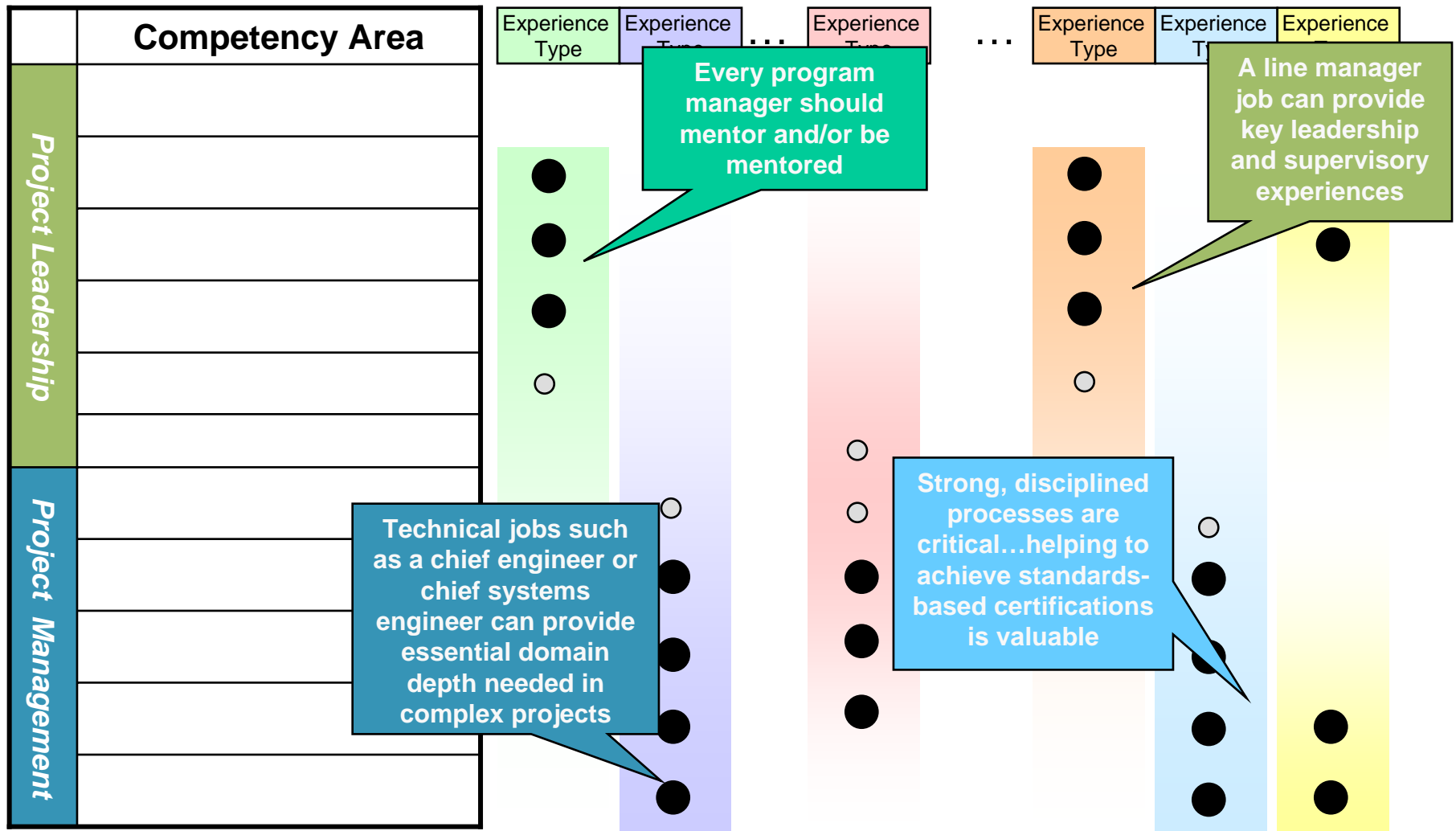


 Interviewing senior program managers from across the company to learn their critical or high impact experiences gave us developmental experiences we might not have considered.

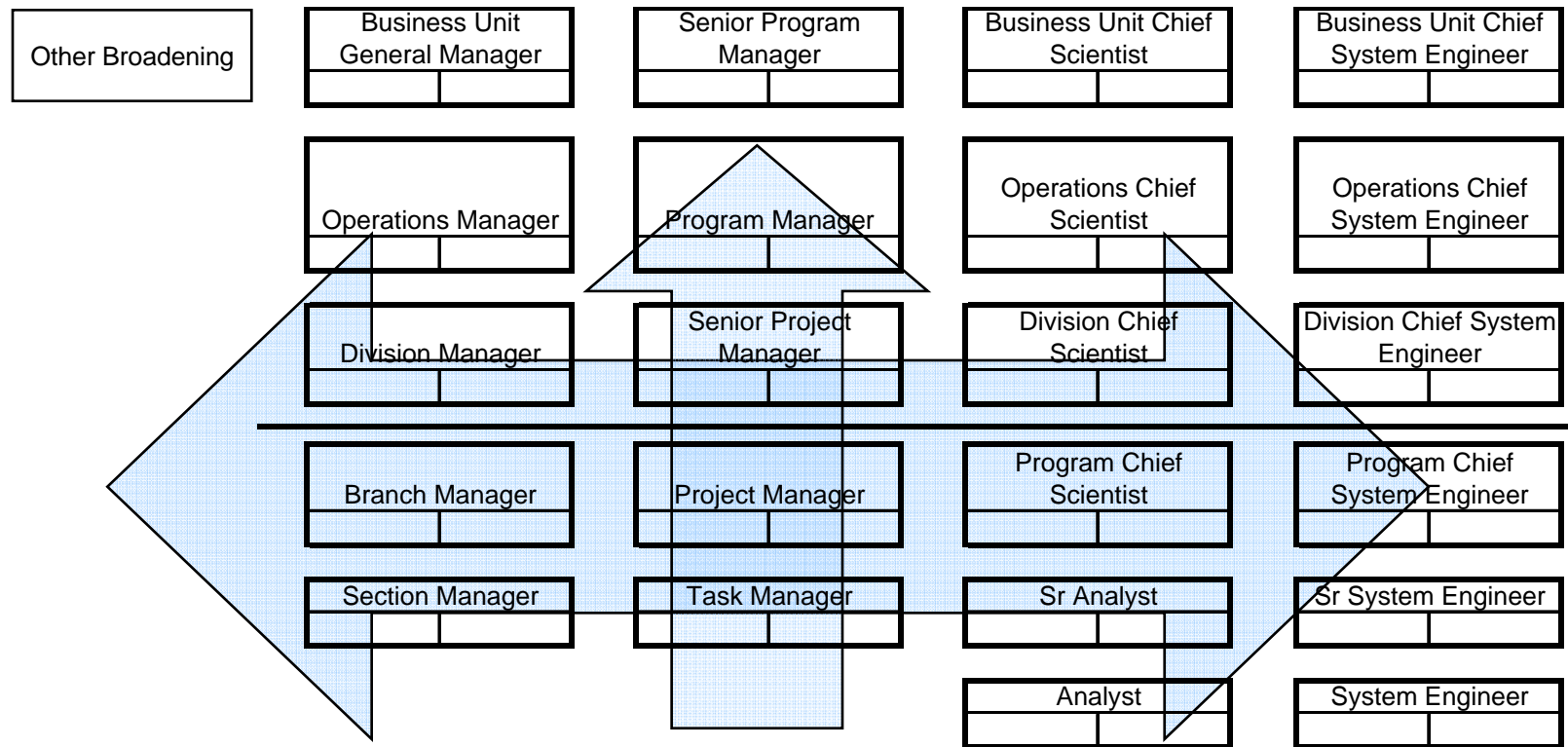
PM Developmental Experiences

| | Competency Area | Experience Type | Experience Type | ... | Experience Type | ... | Experience Type | Experience Type | Experience Type |
|--------------------|-----------------|-----------------|-----------------|-----|-----------------|-----|-----------------|-----------------|-----------------|
| Project Leadership | | ● | | | | | ● | | ● |
| | | ● | | | | | ● | | ● |
| | | ● | | | | | ● | | |
| | | ○ | | | | | ○ | | |
| | | | | | ○ | | | | |
| | | | | | ○ | | | | |
| Project Management | | | ○ | | ○ | | | ○ | |
| | | | ● | | ● | | | ● | |
| | | | ● | | ● | | | ● | |
| | | | ● | | ● | | | ● | ● |
| | | | ● | | ● | | | ● | ● |
| | | | ● | | | | | ● | ● |

PM Developmental Experiences Examples

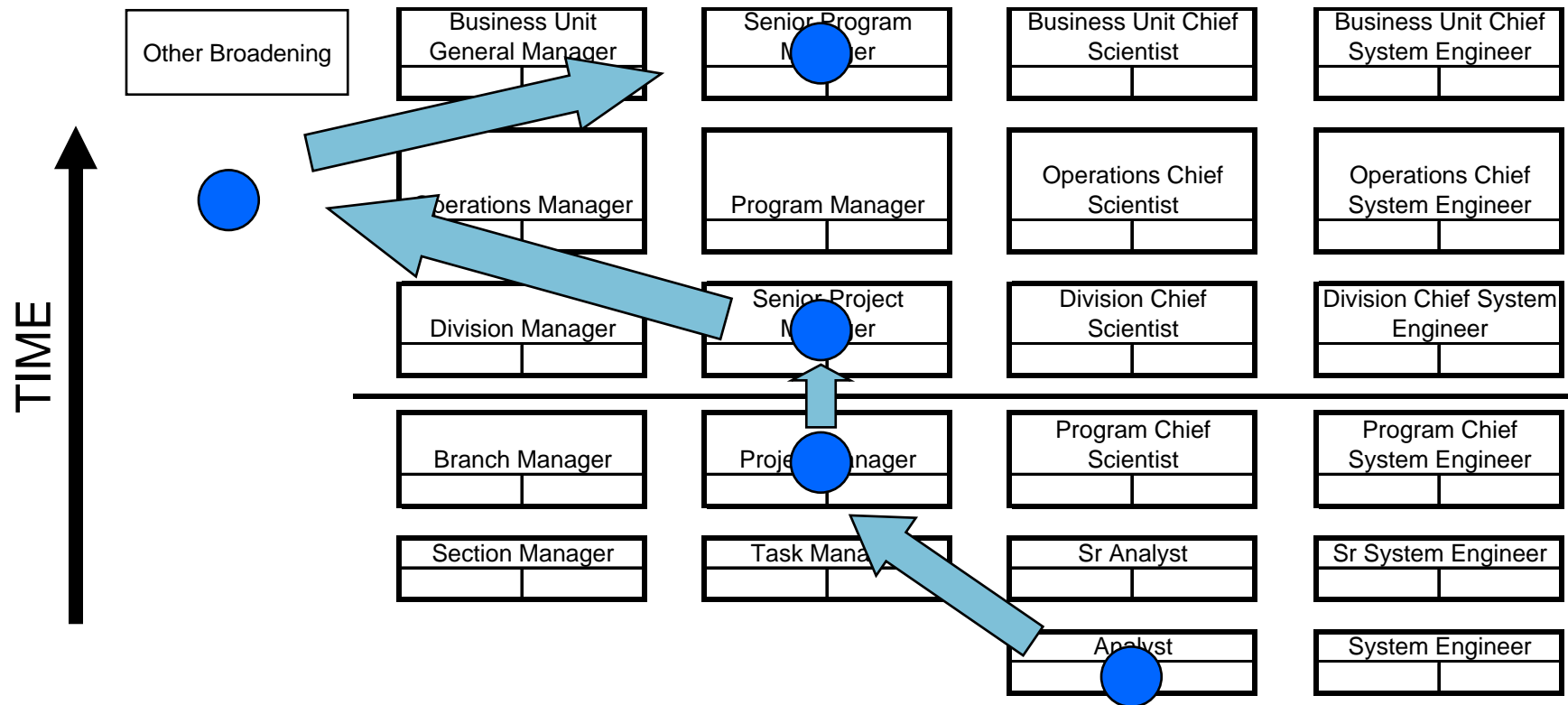


Multiple Options for PM Development



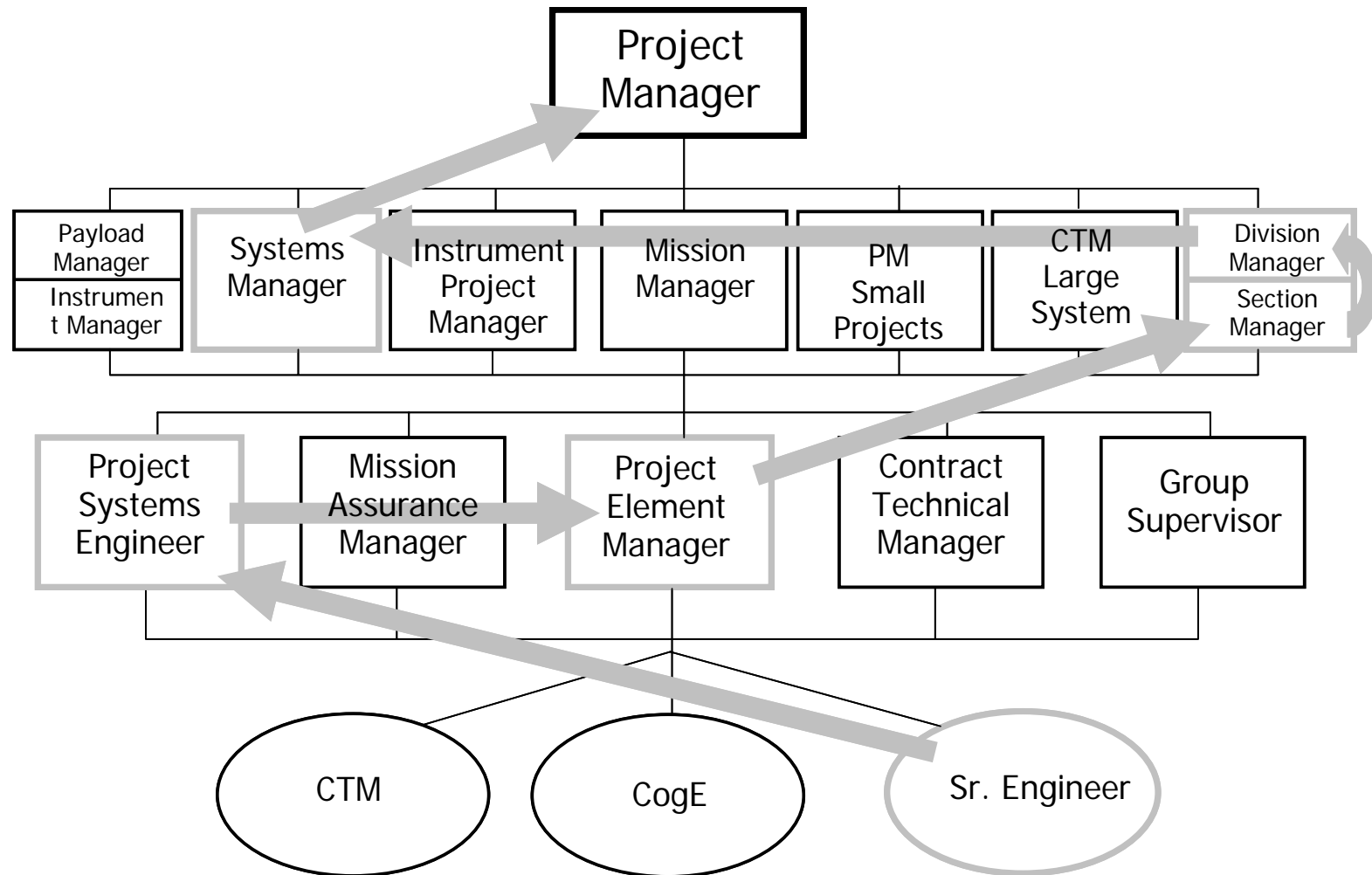
Program Management developmental experiences occur within program management roles and through technical, functional, and line roles

PM Development (Example)



Program Management developmental experiences as identified by one senior program manager during interviews

NASA/JPL Project Management Development Paths (Example)



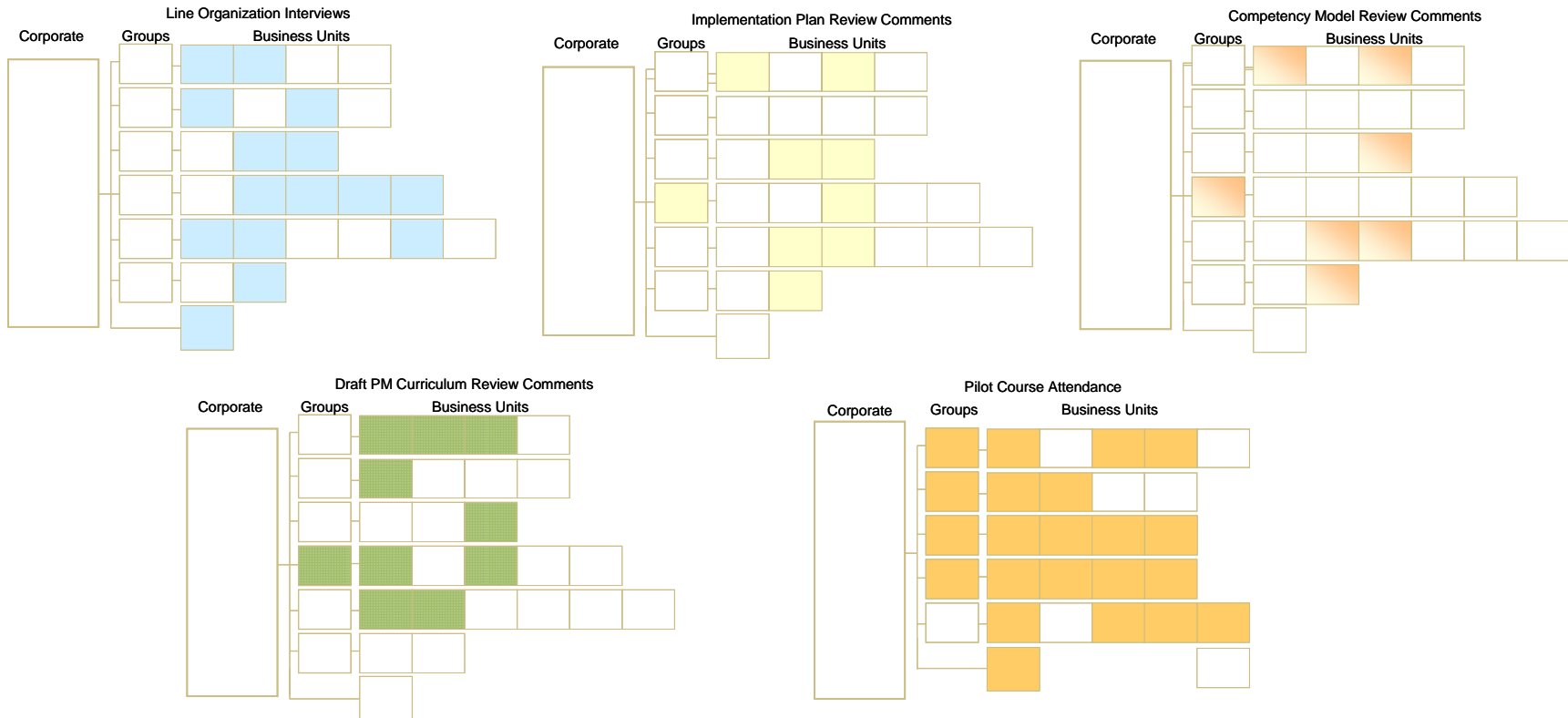
Summary Status -


as of January 17, 2006

SHARP^{PM}MANAGEMENT

- ✓ Completed assessment of project management training against essential project management competencies, identifying key training gap
 - ✓ Completed and baselined PM Competency Model
 - ✓ Completed PM Curriculum which now includes a mix of vendor-provided / delivered and SAIC-provided / delivered courses
 - ✓ Increased recommended number of training days in project management discipline from approximately 1 week to 3 weeks
 - ✓ Completed development of new PM course filling the identified training gap
 - ✓ Held 3 Pilot offerings attended by 63 students
 - ✓ Established Project Management training schedule offering 73 course offerings (across 8 courses) with minimum capacity of 1200 attendees
-
- In process
 - Draft of PM career path developed with help of PM Advisory Panel using industry and government benchmarking




Participation Every Step of the Way





KEYS TO SUCCESS

Participation across the company (line management, program managers, and others) throughout each step of the efforts:

-  kept interests high
-  ensured real needs identified and met
-  aided buy-in to solutions that were developed from across the company.

Take-Aways

- ✦ Skills (competencies) that project/program managers need include both project leadership and project management
- ✦ The skills that are needed may vary
 - ✦ By project size, complexity, or risk
 - ✦ By technology
 - ✦ Other
- ✦ Competencies should also reflect the organization's value and culture
- ✦ Successful program managers got there along different paths
 - ✦ Leverage the common parts
 - ✦ Appreciate and encourage the range of other experiences
- ✦ Executive support and wide participation across an organization are crucial